# DEPARTMENT OF THE NAVY

*Executive Onboarding Guide*

*Executive Onboarding Program*
*Helping Executives Make Rapid Transitions*

2/25/2011

DEPARTMENT OF THE NAVY
OFFICE OF THE ASSISTANT SECRETARY
(MANPOWER AND RESERVE AFFAIRS)
1000 NAVY PENTAGON
WASHINGTON, D.C. 20350-1000

MEMORANDUM TO NEW DEPARTMENT OF THE NAVY EXECUTIVES

Welcome aboard and welcome to the Department of Navy family. As you work with the many men and women, both civilian and uniformed personnel, you will find that we have incredibly dedicated and highly skilled public servants committed to supporting and advancing our national security mission.

Providing direction for our workforce are a group of senior executives who have unquestioned programmatic expertise and knowledge as well as scientific, technical, and specialized skills that are second to none. Our senior civilian leaders are critical to the sustainment and advancement of the Department of Navy.

We have developed the attached Department of the Navy New Executive Guide to answer some of the basic questions you may have regarding executive positions within DON.  This guide, designed by the staff of the DON Executive Management Program Office, is one of many products and services designed to build and execute a deliberate and enterprise approach to managing the senior leadership of our organization. We strive to strengthen our human capital management processes and systems to enables us to recruit, retain and develop the leaders necessary to meet the challenges and changing mission requirements of the 21st century. Additionally, if you have any questions or want to discuss any of our services or products in greater detail, please feel free to contact me or our Executive Management Program Office.

Again, welcome aboard and congratulations on your recent selection.  We look forward to working with and supporting you in the years ahead.

Sincerely,

Patricia C. Adams
Deputy Assistant Secretary
of the Navy (Civilian
Human Resources)

MEMORANDUM TO NEW DEPARTMENT OF THE NAVY EXECUTIVES

Congratulations on your recent selection and entry into the Department of the Navy executive corps. Your qualifications and experience will enhance and complement our team.

To sustain an effective Department that will continue to meet our many missions of today and prepare for tomorrow's challenges, we need a sustainable, motivated, and resilient executive corps who serves as our Department's bedrock in providing leadership and vision.

We have developed a lifecycle management framework that ensures each executive has the opportunity to grow to their full potential through deliberate processes, which include an Onboarding Program, executive learning and development, and the potential for career enhancement opportunities.

I am fully committed to open and continuous dialogue, and have put into place regular forums for executives to get together as we move forward and support the Secretary's and the national security mission.

On behalf of the Department of the Navy, we welcome you as a member of our executive team. I know I can rely upon you to assist in accomplishing the Department's strategic objectives.

Sincerely,

The Honorable Robert O. Work
Under Secretary of the Navy
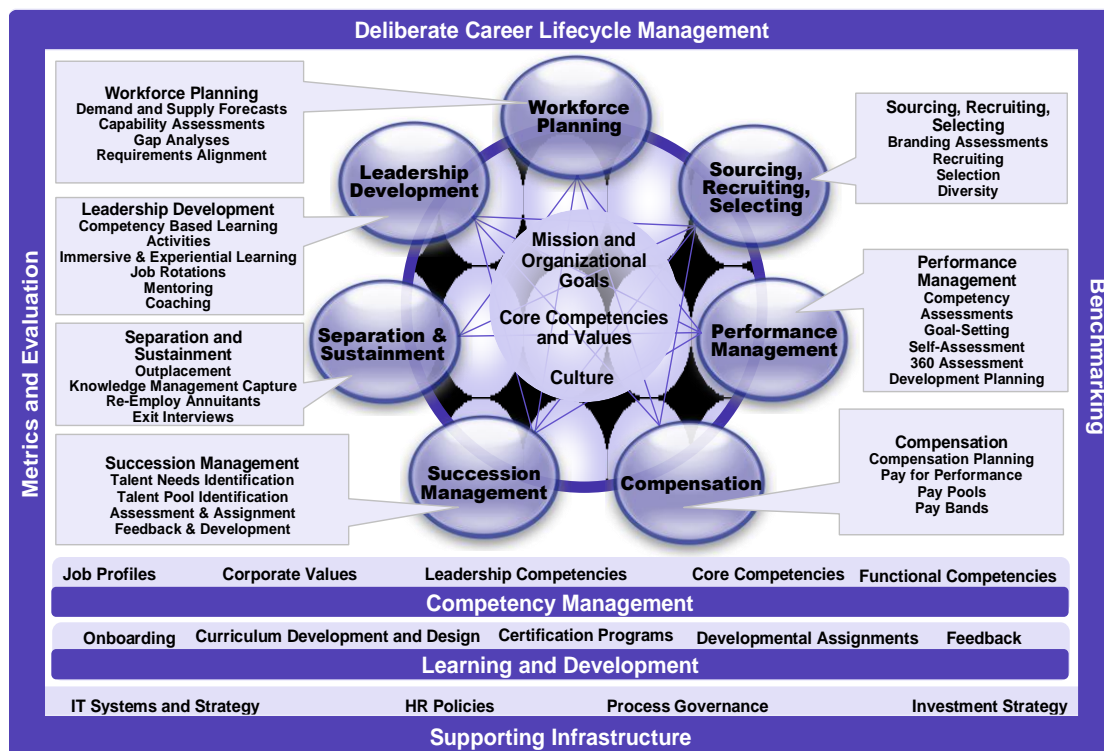
# DEPARTMENT OF THE NAVY

## EXECUTIVE ONBOARDING GUIDE

# LIFE CYCLE MANAGEMENT

Department of Defense (DoD) Directive 1403.3 states, "It is DoD policy to institute a deliberate, systematic, and predictable approach to management of the career lifecycle of DoD SES leaders to produce the best civilian career leadership cadre possible – one that is fully integrated with the other components of DoD executive leadership, general and flag officers (G/FOs), and political leaders. The Department's [DoD] vision for the management and development of senior executives is that of a senior civilian workforce that possesses a broad background of skills and experiences that will have prepared them to support the warfighter and meet the continually changing management requirements of the Department."

The DON follows the framework set forth by the DoD. DON career executive positions shall have the following lifecycle elements managed and facilitated by the DON Executive Management Program Office (EMPO):

## DEPARTMENT OF THE NAVY EXECUTIVE ONBOARDING

As an integral element of the DON's Lifecycle Management of SES positions, a deliberate and structured onboarding process is critical to the positive entry experiences of our executives, and can significantly impact a leader's intent to stay.  The executive's onboarding experience begins with the recruitment process and ends at one year in the position. The Department of the Navy Executive Onboarding process consists of key activities, services and processes to prepare, enable, support, and engage executives in making rapid transitions to effective performance.

## DEPARTMENT OF THE NAVY STRUCTURE AND SENIOR LEADERSHIP PROFILE

The U.S. Navy was founded on 13 October 1775, and the Department of the Navy was established on 30 April 1798. The Department of the Navy (DON) has three principal components: The Navy Department, consisting of executive offices mostly in Washington, D.C.; the operating forces, including the Marine Corps, the reserve components, and, in time of war, the U.S. Coast Guard (in peace, a component of the Department of Homeland Security); and the shore establishment.

The **Secretary of the Navy** (SECNAV) is responsible for, and has the authority under Title 10 of the United States Code, to conduct all the affairs of the DON, including: recruiting, organizing, supplying, equipping, training, mobilizing, and demobilizing. The Secretary also oversees the construction, outfitting, and repair of naval ships, equipment and facilities. SECNAV is responsible for the formulation and implementation of policies and programs that are consistent with the national security policies and objectives established by the President and the Secretary of Defense. The DON consists of two uniformed Services: the United States Navy and the United States Marine Corps.

The **Under Secretary of the Navy** serves as the deputy and principal assistant to the Secretary of the Navy and acts with full authority of the secretary in the day-to-day management of the Department of the Navy.

The **Chief of Naval Operations** (CNO) is the principal Navy advisor and Navy executive to SECNAV on the conduct of the Navy activities of DON.  The CNO performs duties under the authority, direction, and control of the SECNAV and is directly responsible to SECNAV except as otherwise prescribed by law.

The **Commandant of the Marine Corps** (CMC) is the principal Marine Corps advisor and Marine Corps executive to the SECNAV on the conduct of Marine Corps activities of the DON.  The CMC performs duties under the authority direction, and control of the SECNAV and is directly responsible to SECNAV except as otherwise prescribed by law.

**Civilian Executive Assistants** and **Staff Assistants** are authorized and directed to act for SECNAV within their assigned areas of responsibility and to supervise all functions and activities internal to their offices and assigned field activities, if any.  They are ultimately responsible to the SECNAV for the use of resources and the operating efficiency of all activities under their supervision or command.  Under the direction, authority, and control of the SECNAV, each Civilian Executive Assistant and Staff Assistant performs the duties and functions required or authorized by law, and as assigned by SECNAV.

The **Civilian Executive Assistants** within DON include: the Assistant Secretary of the Navy (ASN) (Financial Management and Comptroller), the ASN (Installations and Environment), and the ASN (Manpower and Reserve Affairs, the ASN (Research, Development and Acquisition), and the General Counsel of the Navy.

The **Staff Assistants** assist the SECNAV, the Under Secretary of the Navy, the Civilian Executive Assistants, the Office of the CNO, and the CMC as the SECNAV assigns or as required by law.  Staff Assistants include: the Judge Advocate General, the Naval Inspector General, the Chief of Naval Research, the Chief of

Information, the Chief of Legislative Affairs, the Director, Office of Program Appraisal, the Auditor General, and the Department of the Navy Chief Information Officer, and the Chief of Naval Research.

Additional information on the leadership within the Navy Secretariat may be found at http://www.navy.mil/swf/index.asp.

## HISTORY OF THE SENIOR EXECUTIVE SERVICE

The Civil Service Reform Act (CSRA) established the Senior Executive Service (SES) in 1978 and became effective on July 13, 1979.  It was set up as a "third" service, completely separate from the existing competitive and excepted services. An executive may enter the SES as a **career, non-career, limited term or limited emergency appointee**. Appointments to the career SES are based on merit principles and are subject to the approval of the Office of Personnel Management (OPM).

Status as a career appointee affords an SES member due process protections; however, it does not confer eligibility for appointment in the competitive service. Non-career executives, on the other hand, serve at the discretion of the Appointing Authority.

The purpose of the SES is to ensure that the executive management of the Government is responsive to the needs, policies, and goals of the nation and otherwise of the highest quality. To achieve this purpose, the CSRA provided greater authority to agencies in managing their executive resources.

The SES includes various executive and managerial positions classified above GS-15 of the General Schedule or in level IV of the Executive Schedule, or equivalent positions which do not require appointment by the President with Senate confirmation. SES members are the major link between top Presidential appointees and the rest of the Federal work force. Agencies can establish positions within their allocation from OPM, without further OPM approval. There are approximately 7,500 SES positions government-wide. The SES excludes positions in the foreign service and SES-type systems authorized by law for certain law enforcement or intelligence programs, and non-managerial positions above grade GS-15 in the Senior Level (SL) and Scientific and Professional (ST) systems.

## ENTRY TO THE SENIOR EXECUTIVE SERVICE

Leading the Department of Navy civilian workforce and working hand-in-hand with partners from the uniformed service is a cadre of senior executive civilians. These men and women are internationally recognized experts in their field, senior scientists, proven leaders, and world-renowned researchers dedicated to public service at the highest levels.

Career senior executive appointments are selected by agency merit staffing process and must have their executive qualifications approved by a Qualifications Review Board (QRB) convened by the Office of Personnel Management. Career appointments have a one-year probationary period

Each senior executive must address Executive Core Qualifications (ECQs) which define the competencies needed to build a federal corporate culture that produces results, serves customers, and builds successful teams and coalitions within and outside the organization. The Qualifications Review Board will certify each executive's ECQ reference:

- Leading Change
- Leading People
- Results Driven
- Business Acumen
- Building Coalitions/Communication

Questions regarding the senior executive service and requests for information may be sent to navy.ses@navy.mil.

## TYPES OF EXECUTIVE APPOINTMENTS

The SES contains two types of positions -- **Career Reserved and General**. Career Reserved positions are those which must be filled only by career appointees to ensure impartiality, or the public's confidence in impartiality of the Government. The remainder is General positions, and may be filled by any SES appointee, whether career, non-career, or limited.

Limited appointments of up to 36 months are used to meet urgent needs when the requirement is not one of a continuing nature. Limited appointments are usually made without competition, and may be only to SES "General" positions. Limited term appointments can last up to three years, and limited emergency appointments up to 18 months. Limited appointees serve at the discretion of the agency head.

The merit staffing process calls for open competition for first-time career appointments to an SES position. In recognition of the leadership nature of the SES, candidates must be qualified in five OPM-mandated executive competencies: leading change, leading people, results driven, business acumen, and building coalitions/communication. In addition, each agency sets job-specific technical qualification requirements for its SES positions.

## TYPES OF EXECUTIVE POSITIONS

The SES was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 (Public Law 95-454, 13 October 1978) and became effective on 13 July 1979.  The CSRA envisioned an SES whose members have:

- Shared values
- A broad perspective of government
- Solid executive skills

Members of a "corporate SES" respect and embrace the dynamics of American democracy, an approach to governance that provides a continuing vehicle for change.

CSRA's stated purpose was to "ensure that the executive management of the Government of the United States is responsive to the needs, policies, and goals of the nation and otherwise is of the highest quality."

This landmark legislation provided that staffing decisions should be based on merit rather than political considerations. A series of presidential and legislative actions over the years since 1883 have built on that basic principle, and tried to improve the systems used to apply it to an ever more complex government and to ever more varied fields of human knowledge.

The SES is a separate personnel system that includes most of the top policy and managerial positions in the federal government below the executive level positions that require confirmation by the Senate. It was created to serve as a special "linking group" between the top political appointees of each new Administration and the many kinds of experienced and specialized career people needed to staff the federal agencies in today's complex society.

The law provides that at least 90% of the SES positions must be filled by career employees, and that up to 10% may be filled by political appointees. The role of the career SES is to provide the policy (or political) appointees with the kind of politically neutral, highly qualified, and responsive management needed to move the complex governmental machinery in the direction the policy appointees want it to go.

SES members thus must serve the twin objectives of change and continuity: on the one hand, helping the top officials of a new Administration to steer their agencies in the directions set by the newly elected president; on the other, carrying forward the institutional memory of government and maintaining high standards of public service. It is a balancing act of great delicacy.

**SENIOR-LEVEL POSITIONS (SL):**  The SL pay system was established under the Federal Employees Pay Comparability Act of 1990 (FEPCA) to replace grades GS-16, 17, and 18 of the General Schedule, which were abolished.  Positions in the SL system are classified above GS-15, but do not meet the executive criteria characteristic of the SES nor do they involve the fundamental research and development responsibilities that are characteristic of the ST pay system. However, the SL system is used for positions that meet the SES executive criteria in agencies that are excluded from the SES. The SL positions may be in either the competitive or excepted service.

**SCIENTIFIC AND PROFESSIONAL (ST)**: Positions that are classifiable above the GS-15 level, but do not meet the SES functional criteria, are appropriately placed in the ST system if they involve performance of high-level research and development in the physical, biological, medical, or engineering sciences, or a closely-related field. ST positions are established under 5 U.S.C. 3104. All ST positions are in the competitive service. Research and development positions are characterized by the following features:

- Systematic investigation of theory, experimentation, or simulation of experiments

- Application of the scientific method, including problem exploration and definition, planning of the approach and sequence of steps, execution of experiments or studies, interpretations of findings, and documentation or reporting of findings; and

- Exercise of creativity and critical judgment, variation in which may materially affect the nature of the end product.

The qualifications, stature, and contributions of an individual involved in research and development, have a direct and major impact on the level of difficulty and responsibility for the work performed. ST incumbents would be expected to possess a graduate degree, significant research experience, and a national or international reputation in their field. Typically, the incumbent of an ST position has:

- Authored fundamental papers in the field of expertise that are widely used and cited;

- Received significant honors from major organizations for his/her accomplishments and contributions; and

- Is sought as an advisor and consultant on scientific and technological problems that extend beyond his/her specialty.

**DEFENSE INTELLIGENCE SENIOR EXECUTIVE SERVICE (DISES)**: At times, DISES members have been referred to as Senior Intelligence Executive Service (SIES) members. However, the implementation of the Defense Civilian Intelligence Personnel System (DCIPS) repealed the old system and changed SIES to DISES in October 1996.

For several decades prior to 1987, the Central Intelligence Agency (CIA) and the National Security Agency (NSA) had benefited from personnel systems, based in law, which made them exempt from much of the restrictive structure of the competitive service system. This enabled them to design more attractive and flexible career opportunities and to more effectively manage their intelligence work force. The Intelligence Authorization Act of Fiscal Year 1995 granted similar authority to the Defense Intelligence Agency (DIA). This left Intelligence functions of the Military Departments at a major disadvantage in terms of their ability to recruit and retain top quality career employees and to otherwise operate an effective civilian personnel management system.

These disparities, coupled with increasing intelligence collection and production requirements, created an untenable situation for the Departments. The Intelligence Authorization Act of Fiscal Year 1987 authorized the development of a personnel system, to provide greater comparability with the CIA, NSA, and DIA, for the civilian intelligence officers and employees of the Departments. The SIES was established following the Congressional intent of the Intelligence Authorization Act of Fiscal Year 1987 by developing the Civilian Intelligence Personnel Management System (CIPMS).

The October 21, 1996 memorandum "Delegations of Authority to Implement the Department of Defense Civilian Intelligence Personnel Policy Act of 1996, Public Law 104-201" which delegated authority to continue current operations in the Defense Intelligence Components was cancelled when DoD Directive 1400.35, "Defense Civilian Intelligence Personnel System (DCIPS)", became effective on March 19, 1999. On April 18, 1999, the Deputy Assistant Secretary of Defense (Intelligence) was delegated the authorities and assigned the responsibilities of the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence for civilian intelligence personnel matters, which included DCIPS.

As the directive indicates, this effort will involve close collaboration with the Office of the Assistant Secretary of Defense for Force Management Policy. Title 10 United States Code, Chapter 83 delegates this general authority to the Department of Defense. The DCIPS replaced the former personnel management

system CIPMS, and also changed SIES to DISES.  Also, Senior Intelligence Professional (SIP) was changed to Defense Intelligence Senior Level (DISL) positions.

DISES members perform the same mission as members of the Senior Executive Service (SES) that is:  To provide the policy (or, political) appointees with the kind of politically neutral, highly qualified, and responsive management needed to move the complex governmental machinery in the direction the policy appointees want it to go.

DISES members thus must serve the twin objectives of change and continuity: on the one hand, helping the top officials of a new Administration to steer their agencies in the directions set by the newly elected president; on the other, carrying forward the institutional memory of government and maintaining high standards of public service. It is a balancing act of great delicacy.

The current Department of the Navy allocation is 16 DISES.  Combined with Defense Intelligence Senior Level (DISL) allocations, there is a cumulative ceiling of 25 DISES/DISL members.

**DEFENSE INTELLIGENCE SENIOR LEVEL (DISL)**: You may at times see DISL members referred to as Senior Intelligence Professional (SIP) members. However, the implementation of the Defense Civilian Intelligence Personnel System (DCIPS) repealed the old system and changed SIP to DISL in October 1996.

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As the directive indicates, this effort will involve close collaboration with the Office of the Assistant Secretary of Defense for Force Management Policy.  Title 10 United States Code, Chapter 83 delegates this general authority to the Department of Defense.  The DCIPS replaced the former personnel management system CIPMS, and also changed SIP to DISL.  Also, members of the Senior Intelligence Executive Service (SIES) were changed to Defense Intelligence Senior Executive Service (DISES) positions.

DISL members perform the same mission as members of Senior Level (SL) positions under Title 5, U.S.C., that is:  Positions in the SL system are classified above GS-15, but do not meet the executive criteria

characteristics of the SES or DISES, nor do they involve the fundamental research and development responsibilities that are characteristic of the Scientific and Technical pay system.

The Department of the Navy has a cumulative ceiling of up to **45** DISES/DISL positions. The allocation will allow up to 44 DISL positions but the DISES positions cannot exceed 16.

<u>**HIGHLY QUALIFIED EXPERTS (HQEs)**</u>: A Highly Qualified Expert (HQE) is an individual who possesses uncommon and recognized knowledge, skills, and experience in an occupational field, beyond the usual range of expertise and judgment that is accorded authority and status by peers or the public. An HQE has substantive experience and/or education, is generally credentialed, and has proven ability in a particular field or fields.

<u>**SENIOR SCIENTIFIC TECHNICAL MANAGERS (SSTMs)**</u>: SSTM positions were created in 2000 under the Personnel Demonstration Project to fill a need for scientific and technical positions which exceed the GS-15 level. The primary requirement for SSTM positions is knowledge of and expertise in the specific area and technology areas related to the mission of their organization. SSTMs provide a continuity of technical leadership and oversight to ensure long-term stewardship of an organization's technical capabilities. They are recognized within the science and technology community as Science and Engineering leaders who possess strong managerial and supervisory responsibilities.

<u>**APPLIED RESEARCH SCIENTISTS AND ENGINEER (ARSAE)**</u>: ARSAE positions were created under the Science and Technology Reinvention Laboratory Personnel Management Demonstration Program. ARSAE positions have characteristics of both SES and ST positions:

- Require knowledge of and expertise in specific S&T areas related to mission of the organization;
- Manage and/or supervise R&D operations or programs;
- May direct the work of an organizational unit;
- May be held accountable for the success of one or more specific programs or projects;
- Monitors progress toward organizational goals and periodically evaluates and makes appropriate adjustments;
- Supervises the work of employees
- May exercise important policy-making, policy-determining, or other managerial functions

## DEPARTMENT OF THE NAVY SENIOR EXECUTIVE SERVICE CORPS

The following chart displays the number and geographic location of our **current SES population**.



Bremerton 1
Keyport – 1
Kittery - 1
Newport - 4
Mechanicsburg - 6
Lakehurst - 1
Annapolis, Indian Head, Patuxent River - 36
Washington, DC, Arlington – 231
Monterey - 1
China Lake - 3
Port Hueneme, Point Mugu - 2
San Diego, Point Loma – 12
Broadway Complex – 1
Pearl Harbor - 9
New Orleans - 1
Bay St Louis – 2 Stennis Space Center
Tampa - 4
Albany 1
Millington - 1
Crane - 1
Norfolk, Suffolk, Portsmouth, Dahlgren, Quantico, Little Creek – 23

As of October 2010, Includes Joint Forces Command

Our current **SES** positions include the following types of functions:

| | |
|---|---|
| General Administration | Math and Statistics |
| Engineering | Investigations |
| Physical Science | Personnel Management |
| Accounting and Budget | Social Science |
| Business and Industry | Information and Technology |
| Legal | Education |

## Navy Civilian Communities

The following 22 functional communities exist **across** the DON:

| | | |
|---|---|---|
| Administrative | Fleet and Family Readiness | Media and Public Affairs |
| Analysts | Human Resources | Medical |
| Contracts | Industrial Trades | Program Management |
| Education and Training | Intelligence | Safety and Health |
| Engineering | Information Management/ IT | Security and Law Enforcement |
| Environmental | Legal | Science |
| Facilities | Logistics | |
| Financial Management | Manufacturing and Production | |

## DON Executive Management Structure

The DON considers senior executives as a vital, but limited resource that must be managed with a governance structure in place to achieve optimum utilization and efficiencies of those resources. Below is an overview of the DON Executive Management Structure.

| Key Oversight Functions | | | | | | |
|---|---|---|---|---|---|---|
| **SECNAV** | **UNSECNAV** | **DUSN** | **ASN's/OGC** | **DONCERB** | **EMB** | **Component ERB's** |
| Approves:<br>-Presidential Rank Awards<br>-Matters relating to HQE's<br>-DONCERB members | Delegated Authority to:<br>-Establish Policy<br>-Approve all SES actions<br>-Chair DONCERB<br>-Sponsor EMB<br>-Approve Executive Performance | -Serve as appointing Authority for DISES & DISL<br>-Serve on the DONCERB<br>-Provide Rep to the EMB | -Serve on the DONCERB<br>-Serve as Functional Head on Executive Selections<br>ASN (M&RA):<br>-Manage the Executive Program/Set Policy | Delegated Authority to:<br>-Advise on Executive issues<br>-Review DON Presidential Rank Award Nominations | Responsibility and functionality for:<br>- All aspects of Executive Resource Management (ERM)<br><br>EMAP:<br>-Working Arm of DON EMB | Responsible for:<br>-Merit Staffing for Career SES<br>-Overseeing position management<br>-Executive Development |
| **DASN (CHR)** | | | | | | |
| **Senior Executive Service** | | | | | | |
| Established by the Civil Service Reform Act (CSRA) of 1978Designed to be a corps of executives selected for leadership qualifications<br><br>Agencies have authority to administer the system to:<br>Attract and retain highly competent executives<br>Assign executives to mission requirements and where best use would be made of their talents<br>Provide for systematic development of managers and executives | | | | | | |

There are various Boards and Panels which work with the Department of the Navy's senior executive corps. Following is a listing of the Boards and related responsibilities:

**DONCERB:** Department of the Navy Civilian Executive Resources Board — A board comprised of the most senior officials including presidential appointees, flag and general officers, and career SES members and chaired by the UNSECNAV. The DONCERB serves in an advisory capacity to the UNSECNAV on DON-wide executive personnel issues including allocation, performance management, executive development, nominations for Presidential Rank Awards, and any other relevant issues as determined by the UNSECNAV. The DONCERB has the following permanent members: Assistant Secretaries of the Navy (ASNs), General Counsel (GC), Vice Chief of Naval Operations (VCNO), and Assistant Commandant of the Marine Corps (ACMC). In addition, three rotating career SES members who represent various communities, i.e., systems commands, research laboratories, and the fleet commands, serve as members for a two-year term, which is renewable. The DASN (CHR) serves as (non-voting) technical advisor to the DONCERB.

**EMB:** Executive Management Board — The Under Secretary of the Navy (UNSECNAV) is responsible for establishing DON-wide policies and procedures governing management and administration of DON executive resources. UNSECNAV is directly supported in this role by the Vice Chief of Naval Operations (VCNO) and the Assistant Commandant of the Marine Corps (ACMC). The EMB retains functionality and responsibility for all aspects of Executive Resource Management (ERM). The EMB meets 6-8 times per

year.  The Chair is the UNSECNAV along with the VCNO and ACMC serving as members. As required by the Chair, ASNs and OGC serve as Advisors.  The ASN (M&RA) serves as the Executive Director.

**EMAP**: Executive Management Advisory Panel – Chaired by the Principal Deputy Assistant Secretary of the Navy (PDASN) Manpower & Reserve Affairs (M&RA), the EMAP meets to consolidate inputs from the stakeholder ERBs and prepares inputs for review/decision by the EMB. Standing committees are co-chaired by DASN (CHR) and EMPO to provide executive support to the DON EMAP. Members of the DON EMAP include one representative each from: Secretariat and 2nd SEC rep is PDASN (M&RA), USMC – CMC, USN – CNO, SYSCOMS and Fleet, and the Scientific and Technology community. The Executive Secretary is the DASN (CHR). The DON EMAP is the working arm of the EMB. Membership is based on staggered, rotational terms. The EMAP meets monthly.

**STMAP**: Senior Talent Management Advisory Panel - The Senior Talent Management Advisory Panel is established to assist in the proactive and systematic management of succession planning for career Senior Executive Service (SES) positions and to develop a talent pipeline.  The Panel takes its direction from the Under Secretary of the Navy (UNSECNAV) for goals and objectives as outlined in DoD Directive 1403.03, "The Career Lifecycle Management of the Senior Executive Service Leaders within the Department of Defense."

**PRB**: Performance Review Board **Sponsor —** Heads of organizations appointed by the Secretary of the Navy with responsibility for convening PRBs and evaluating performance and making recommendations for performance bonuses and basic pay increases for approval of the UNSECNAV.

**PRBs**: Performance Review Boards — Boards appointed by the PRB Sponsor for the purpose of reviewing SES performance appraisals, and making recommendations on performance bonuses and basic pay increases to the Pay Pool Manager.  Each PRB must have a minimum of five members (senior executives, flag, and general officers), and more than 50 percent of members must be career senior executives.

**ERB**: Executive Resources Boards — Component Executive Resources Boards are mandated by law to conduct or oversee the merit staffing process for career entry into the SES.  The ERB is also responsible for reviewing and approving recruitment plans and qualification standards. Additionally, the ERB certifies the candidate's executive qualifications prior to sending to OPM for QRB validation.

**DARP**: Department of the Navy Awards Review Panel — Panel comprised of nine Senior Executive Service members who is responsible for reviewing and making recommendations on major civilian honorary awards and certain awards sponsored by outside organizations.

**NSTPRB**: Naval Scientific and Technical Personnel Review Board — A board appointed by the Assistant Secretary of the Navy (RD&A) to make recommendations to the UNSECNAV on the establishment of Scientific and Professional (ST) positions and on proposed selections.

## PAY AND PAY FOR PERFORMANCE

### Tier Policy

The Department of Defense (DoD) established policies and procedures for a common tier structure throughout DoD. A common tier structure comprised of 3 tiers creates enterprise-wide transparency and comparability in executive position and compensation for SES positions throughout DoD. It further recognizes that high-level performance in some positions has more impact than comparable performance in other positions.

The Department of the Navy (DON) developed a Tiering system for SES and Senior Intelligence Executive Service positions, which is used as a key component for recognizing and rewarding level of responsibility and complexity of duties, as well as facilitating succession planning and encouraging movement.

The following chart displays the current descriptors:

| Tier 1 | Tier 2 | Tier 3 |
|---|---|---|
| ▪ Technical/Expertise-based positions, leadership/authority within an Echelon 3 or 4 organization, focused in nature (as in technical, engineering, contracts, industrial management)<br>▪ Oversees planning and effective execution on the full spectrum of programs<br>▪ Develops systems and standards for the administration and management of approved plans and programs<br>▪ Develops policies and programs<br>▪ Manages medium to small programs that have Component or department-wide impact<br>▪ Participates in a primary role in planning, programming, and budgeting activities<br>▪ Initiates programs and action to ensure adherence to DON-wide policies and national security objectives. | ▪ Leadership/Deputy of significant Echelon 3 organization; senior "accountable" position in Finance, Contracts, or Engineering<br>▪ Serves as a senior functional authority<br>▪ Leads large functional organizations or program management offices<br>▪ Manages large programs, personnel, or organizations<br>▪ Formulates, oversees, and enforces DON policy<br>▪ Represents the DON, Component or organization at interagency meetings<br>▪ Directs the development and implementation of policies<br>▪ Develops comprehensive policies and programs applicable Department-wide<br>▪ Serves on boards, committees, and other groups pertaining to assigned functional areas | ▪ Leadership/Deputy/General Management of large line and/or policy organization at Echelon 1 or 2<br>▪ Reports to Presidential Appointee with Senate Confirmation or a four-star General/Flag Officer<br>▪ Serves as the most senior level in a functional community<br>▪ Testifies before Congress or sub-committees<br>▪ Initiates DON-wide policies and programs<br>▪ Represents the DON, Component or organization at key interagency meeting<br>▪ Formulates Department-wide strategic plans, programmatic objectives, policies, and standards. |

The next chart provides the current pay limits by tier. Tier pay limits have not changed in 2011 due to the Federal Government pay freeze.

| 2010 Tier Pay Limits | | |
|---|---|---|
| Tier 1 | Tier 2 | Tier 3 |
| $119,554<br>up to<br>$165,300 | $119,554<br>up to<br>$173,000 | $119,554<br>up to<br>$179,700 |
| This is based on the actual 1.5% General Increase | | |
| Per DoD Executive Pay for Performance Instruction, "Increases above the EX-III are dependent upon the executive's performance…and the position's responsibilities relative to the scope of work level, breadth of responsibility and impact on the DoD or Component mission." | | |

## Pay for Performance

Pay for Performance is a system used to encourage a results oriented performance culture.  Executive Performance Plans are aligned to organizational goals and provides an equitable method for appraising and compensating our executive cadre.

Rating Officials and Executives are responsible for planning and developing the Performance Plan. The performance plan must include the following:

- Performance Elements that have been predetermined by DON
- Results-driven performance requirements

Rating Officials must work with executives to develop performance requirements for each Performance Element that reflect objectives aligned with organizational goals and expected outcomes. The System allows for executive and senior professional involvement in the performance evaluation process; communication between Rating Officials and executive and senior professional; clear accountability for results; identification of developmental needs; integrity and transparency in its application, and an understandable rationale for pay progression based on performance and mission accomplishment.

Performance requirements must be results-driven, written in Specific, Measurable, Aligned, Realistic, Timely and Quality (**SMART-Q**) framework.   Performance requirements must describe the level of performance expected of the executive.  These are the expectations against which the executive's performance will be appraised. Each requirement should be attainable while demonstrating the complexity and scope of the work.

For training and examples of a SMART-Q performance requirement, please visit the DON HR portal: http://www.public.navy.mil/donhr/executivemanagement/PerformanceManagement/Pages/PerformanceManagement.aspx

The duration of the normal appraisal period will be 12 months, 1 October to 30 September. However, for new members, the cycle begins with their reporting dates.  Employees must be on standards for at least 90 days by 30 September to receive a rating. Please review the next page for the steps involved in the Pay for Performance appraisal process.

## Steps in the DON Executive Performance Appraisal Process

**Performance Period: October 1 - September 30**

<u>Rating Official:</u>

1. **Develop Performance Plan** - Set Requirements by October 31, or within 30 days of entering position.

2. **The Department of the Navy will use Elements 1, 2 and 6 only.** – These elements will be mandatory for the rating cycle.

3. **Weight the Performance Elements** – Weights for this cycle have changed and will be as follows: Element 1 will be 30%, Element 2 will be 60% and Element 6 will be 10% for a total of 100%. These weights cannot be changed.

4. **Develop, with the Executive, a Narrative Description of the Performance Requirements for each Element**- Standard Requirements have been set for Elements 1 and 6 and cannot be changed. Additionally, the Executive and rater must develop at least 1 but not more than 2 SMART-Q requirements for elements 1 and 6 and 2 to 4 SMART-Q requirements for element 2. Requirements must be related to position and linked to organizational goals.

5. **Discuss Performance Elements and Requirements with Executive** - This must be done when setting standards (NLT 31 October) or within 30 days of assuming a new SES position.

6. **Provide On-Going Feedback.**

7. **Hold at Least One Progress Review and Document it.** Feedback for this cycle will normally be done at the end of April or beginning of May and documented on the performance appraisal plan, Part B, Section II. Adjust requirements if needed to reflect changes in priorities, mission etc.

8. **Ask Executive for Narrative Input.** Mid-August request written input (YAR). MUST be received NLT 30 September.

9. **Appraise Executive's Performance at the End of the Rating Period** – October 1-16, using Automated Scoring Tool - MANDATORY

    a. Assess Executive Accomplishments against Performance Elements and Requirements and the current SECNAV Organizational Assessment.

    b. Assign Numeric Score to Performance Elements as Initial Summary Rating.

    c. Use Share Conversion Chart, Assign Preliminary Performance Payout Shares.

    d. Recommend a distribution of performance payout, (split between bonus and pay increase).

10. **Meet with Executive to discuss the executives overall performance, the tentative Performance Rating, Performance Score, and recommended number of shares.** It does not include a discussion of the performance share value or performance payout information as this should occur prior to the Organizational PRB in Mid-October.

<u>Performance Review Board/Pay Pool:</u>

11. **PRBs review Executive Performance Appraisals, Initial Summary Rating and Performance Payout Shares.** Recommend Executive Performance Ratings, Performance Bonuses and Increases to Basic Pay for Pay Pool review are November 2 to 16.

12. **Pay Pool Panel makes recommendation to Authorizing Official** – NLT the end of November.

<u>**Authorizing Official:**</u>

13. **Determine Final Performance Rating, Performance Score and Performance Payout Share** (including Split between Bonus and increase to Basic Pay) by November 30.

   - Forward Results to DoD December 3.

   - Payout bonuses by the end of December.

   - Performance increases first pay period in January.

14. **Once the Authorizing official approves the package, the rating becomes the Annual Summary Rating.**

   - The rater/supervisor will meet with each executive/senior professional to explain:

     - the final performance score;

     - shares; and

     - distribution of performance pay out (split between the bonus and pay increase) prior to the actual pay out or receipt of the SF-50 or Leave and Earning Statement showing the bonus and/or pay increase amounts typically NLT December 7 - 14.

<u>**Rating Official/Ratee**</u>

15. **Set new standards – NLT October 31 for the rating cycle.**

## TALENT MANAGEMENT ADVISORY PANEL (THE "PANEL")

## DON Succession Management Background

The civilian workforce provides critical support to Department of Defense and Department of the Navy warfare and peacetime missions. The effectiveness of our leadership, particularly our SES leadership, is a crucial component to our short-term and long-term success.

Ensuring that we have a pipeline of strong leaders to meet current and future challenges is at the heart of our succession management efforts.  There is a clear focus on institutionalizing succession management across the DON senior executive cadre. The objectives of succession management for the DON are:

- Systematic, enterprise-wide and proactive SES talent development and management, designed for rapid reaction and satisfaction of the DON's needs for the right executive, in the right position, at the right time.

- The process includes the establishment of the Senior Talent Management Advisory Panel (the "Panel") to assess individual career plans (including required executive development) and to ensure succession planning is in place for SES positions and key functions.

- Assessment of executive career paths, SES readiness assessments, identification of potential candidates for future vacancies, identification of bench strength for key functional domains, development of  comprehensive succession plans for Tiers 2 and 3 positions, and establishing deliberate communication between leadership and executives.

**Purpose**

Develop and implement an effective Senior Executive Talent and Succession Management process for the DON to manage the succession planning phase of the SES career lifecycle. The Panel outcomes shall be used to identify and understand the skills and competencies available in the SES corps, to ensure increased visibility of talent, and to promote career opportunities across the DoD for SES to gain an Enterprise perspective.

**Talent Management Advisory Panel**

The Panel shall convene annually for a period of up-to 5 days during the 3rd Quarter of each fiscal year for the purpose of assessing available talent and bench strength for existing positions, and developing/reviewing individual career plans (including assessing required development of senior executives).

All executives shall be assigned one of the following four **Readiness Assessments**:
- **Ready for Increased Challenge**: Member is ready now for a position of equivalent or greater scope, impact, complexity responsibility or institutional importance.

- **Ready for Career Broadening**: Member is ready now to move laterally into a position of roughly equivalent scope, impact, complexity, responsibility and authority that offers different challenges growth and/ or broadening opportunities.

- **On track or Recently Assigned**: Member should continue to build tenure/experience. Member requires additional time to continue to effect positive change and/or deliver results.

- **Contribute In Place**: Member should remain in place because:  1) member occupies a highly specialized, unique or niche position creating a need for continuity  2) imminent retirement (less than 2 years) or other impeding departure from SES corps, with short-term movement considered only if mission requirements changes.

## Roles and Responsibilities

**Office of the Under Secretary of the Navy shall**:
- Provide management guidance and policy based on recommendations from the DASN (CHR).
- The OUSN will oversee the assessment of career Senior Executive Service capabilities and succession management against strategic requirements of the Department.
- Approve the appointment of the Panel membership, Panel alternates, and designation of Chairs.
- Approve Panel results.

**DON Senior Executives shall**:
- Validate (and return to the EMPO via email) their biography, resume and training history during the OPEN SEASON. The updated biography and resume for each executive will be uploaded into the DTMS by the EMPO.
- Complete their self-assessment by logging into the DTMS. Detailed user guides and training will be provided for this process by the EMPO.

**DON Command Leadership shall**:
- Encourage and ensure communication between leadership and Executives regarding Panel significance, processes, and results.
- Ensure that all data call submissions are in compliance with policy and guidance, accurate and complete, and submitted to the EMPO by prescribed timelines.
- Ensure completion of supervisor assessments.

**DON Executive Management Program Office (EMPO) shall**:
- Lead efforts to collect and validate SES and organizational data for entry into the Defense Talent Management System (DTMS).
- Ensure regular communication of all policy, process, procedures, guidance, and results.
- Ensure routine communication with Executives and supervisors regarding Panel policies, processes, procedures, and data call requirements.
- Convene, administer, and participate in the annual Panel process and reporting procedures for the DON.
- In collaboration with SES Command POC's, develop and facilitate all associated process and system training.
- Ensure timely submission and distribution of Panel results to UNSECNAV, ERAB, Command Leadership, and Executives.

**DON Talent Management Panel Chairs**:
- Ensure compliance with Panel policy, guiding principles, and procedures.
- Ensure full participation in the Panel process.
- Ensure completion of final Panel assessment/recommendations, required reports, and feedback letters to Executives and Command Senior Leadership.

**DON Talent Management Panel Members**:
- Conduct comprehensive, equitable, and timely review of Executives.
- Comply with Panel policy, guiding principles, and procedures.
- Prepare comprehensive and timely feedback to Executives and Command Senior leadership.
- Attend Panel member training and all days of the Panel process.

**DON Senior Executive Service Command POC's**:
- Ensure routine communication with Executives and supervisors regarding Panel policies, processes, procedures, and data call requirements.
- Comply with all EMPO data calls and reporting requirements by prescribed timelines.

- Coordinate the collection and validation of Executive personnel and organizational data for entry into the Defense Talent Management System (DTMS) and ensuring that any Executives who are on Career Broadening assignments with other agencies or services participate.
- Data collection and validation includes:
  - Executive and supervisor registration in AKO/DKO
  - Identification and update of all authorized positions
  - Update organizational charts and reporting chain of command
  - Current position description/summary;
  - Education and Career accomplishments;
  - Resumes, Biographies; career assessments
  - Upload of current Executive performance appraisal; and
  - Other required information.
- Ensure supervisors complete assessments in compliance with policy, guidance and prescribed timelines.
- Facilitate the nomination of Panel members.

## BENEFITS

**Certificate of Appointment (for SES Members)** – The Certificate of Appointment is provided by the Office of Personnel Management with a Welcome Letter through your Component Representative.

**SES Lapel Pin(s)** – This pin reflects the traditional design of the Federal SES keystone pin and adds the Department of the navy seal to underscore your role in the senior leadership with the Department.  You will also receive an Office of Personnel Management SES pin in the mail.

**Social Protocol Stationary for SES Member** – Camera-ready copies of the DON SES logo are in this package.  You may use this logo for printing your new business cards or personal stationery.  "SES" is authorized to use on generic stationery with the logo embossed in gold, but without your name.  You may order the SES notepaper and envelopes through the Defense Automated Printing Service. The stock number is 0104-LF-018-8600.

**Motor Vehicle Insignia** – The insignia allows you the same parking privileges as Flag Officers and General Officers when on Navy and Marine Corps installations.  Place your insignia on the left side of your front bumper or windshield.  Because of the limited number of visitor Flag Officers/General Officer spaces, you should call ahead whenever possible to arrange for a reserved parking space on installations.

**Professional Liability Insurance** – There are provisions for reimbursement for up to $150 a year for professional liability insurance.  Contact your SES Component Representative for filing procedures.

**Annual Physicals** - The Department of the Navy has an agreement with the Public Health Service to provide optional physical examinations at Government expense.  Please contact your SES Component Representative for the procedures.

**Motor Pool Transportation (D.C. metro area only)** - Senior Executives are eligible for motor pool transportation within the DC metro area.  The Executive Personnel Division provides the motor pool with an SES listing. Your SES Representative will provide the motor pool your activity code and personnel authorized to make arrangements.

**Last Move Home** - Career members are entitled to moving expenses ("last move home") at retirement if they were previously reassigned or transferred geographically when eligible for retirement (optional or discontinued service), or within five years of eligibility for optional retirement.

## ETHICS AND FINANCIAL DISCLOSURE

The Department of the Navy recognizes the importance of the leadership of its senior executives in building and maintaining a strong ethical culture within their organizations.

❖ **Ethical Conduct**
  - See the enclosed standards of ethical conduct form the Office of the Assistant General Counsel (Ethics). More information can be found at http://ethics.navy.mil/ethics/index.asp

❖ **Financial Interests**
  - An SES member may not take an action on, or provide information to, matters that will have a direct and predictable effect on one's outside financial interests or the interests of one's spouse or children.

❖ **Impartiality**
  - SES members must perform official duties fairly and impartially and may not give special treatment of anyone affected by the performance of duties.

❖ **Misuse of Position**
  - An SES member may not use his/her official position to (1) coerce benefits from a private party or (2) imply that the Government endorses or sanctions a product, service, enterprise or private organization.

❖ **Financial Interest Disclosure**
  - The financial disclosure report provides a mechanism for determining actual or potential conflicts between an executive's public responsibilities and private interests.

  - You are required to file a **Public Financial Disclosure Report (SF 278)** within 30 days of your appointment through your ethics officer.   A late filing fee of $200 may be levied if the report is not filed on time.

  - The **SF 278** may be obtained at: http://www.usoge.gov/pages/forms_pubs_otherdocs/forms_pubs_other_pg3.html

## EXECUTIVE RECRUITMENT

The area of consideration for SES recruitment generally includes both the Federal and private sectors. SES vacancy announcement information is available through OPM's electronic information system, USAJOBS, which is available on line at http://www.usajobs.gov. FJOB is a part of the government-wide job opportunities network that also includes the Career America Connection (912/757-3000) and the Federal Job Information Touch Screen kiosks located at OPM offices and in some Federal buildings.

Each agency conducts merit staffing for initial career appointments under the direction of an Executive Resources Board. An OPM Qualifications Review Board reviews and certifies the managerial qualifications of new SES career appointees. There is a one-year probationary period following initial career appointment to the SES. Agencies may make non-career and limited appointments without competition. Veteran preference and the "rule of three" as applied to the selection of candidates for competitive service appointment do not apply.

Within the Department of the Navy, a Senior Talent Management Advisory Panel has been established to identify the current skill sets and competencies of current members and make recommendations which may result in the reassignment of current SES leaders into positions that will enhance their enterprise competencies.

## Probationary Period

An individual's initial SES career appointment becomes final only after the individual successfully completes a 1-year probationary period. This probationary period begins on the effective date of the personnel action initially appointing the individual to the SES as a career appointee and ends one calendar year later.  Example; if an individual was appointed to the SES on June 1st, the probationary period ends on May 31st of the following year.

**SUPERVISORY RESPONSIBILITIES DURING THE PROBATIONARY PERIOD:**

- Observe the employee's performance and conduct.

- Hold periodic, documented discussions of progress with the employee, clearly outlining the strengths and weaknesses of the employee in relation to the position's performance requirements.

- Initiate action to remove the employee from the SES if it becomes apparent, after full and fair consideration, that the employee's performance is not suitable for satisfactory executive work. [See Chapter 8 for information on removal during probation.]

- Follow through on agency initiated or QRB recommended training.

**CREDITING SERVICE**

The following conditions apply to credit service towards completing the probationary period, as stated in 5 CFR 317.503(c):

- Time on leave with pay while in an SES position is credited. Earned leave for which the employee is compensated by lump-sum payment on separation is not credited;

- Time in a non-pay status (e.g., LWOP and furlough) while in an SES position is credited up to a total of 30 calendar days (or 22 workdays). After 30 calendar days, the probationary period is extended by adding time equal to that served in a non-pay status (For example, if the individual was absent for 50 calendar days, the probationary period is extended by 20 calendar days);

- Time following transfer to an SES position in another agency is credited (i.e., the employee does not have to start a new probationary period); and

- Time absent on military duty or due to compensable injury is credited upon restoration to the SES when no other break in SES service has occurred [CFR Part 353].

## Mobility, Reassignments and Transfers

When the SES was created, Congress envisioned a mobile corps of executives who may be reassigned to meet dynamic mission needs. The Department of Defense embraces this vision and supports it by developing executives through a structured series of well-planned developmental and education experiences, often including reassignments to more challenging positions.  The terms of a reassignment opportunity are managed by the Command (to include obtaining proper approvals, completion of required paperwork, and offer letters, if applicable).

As a condition of employment within the Department of the Navy, SES leaders must sign a mobility agreement as a condition of appointment into the SES.

## Reassignment or Transfer of an Executive

If an executive is reassigned or transfers to a new agency and had been in the former position for more than the minimum appraisal period, the former supervisor must appraise the executive's performance in writing before the executive leaves. At times, an executive may receive an interim summary rating in a former position upon reassignment or transfer, but will not have served in the new position for the minimum appraisal period before the end of the official appraisal period. (For example, the executive is reassigned on August 1, and the period ends on September 30.) The agency system should specify what to do in these instances. Listed below are possible options for addressing the situation.

**Option A**: The agency may provide that the appraisal period will be extended until the executive has served the minimum time in the new position, so that the executive's initial summary rating can take into account the appraisal for that position along with any interim summary ratings for former positions held during the appraisal period.

**Option B**: The agency may provide that the appraisal period will end as scheduled, and the initial rating will be based on the interim summary rating, or ratings, received during the appraisal period.

## Detail of an Executive

If an executive is detailed for more than 120 days to another position within the agency, the supervisor shall provide written critical elements and requirements as soon as possible after the beginning of the detail and appraise the executive's performance in writing at the end of the detail.  A summary rating is not required.

If the executive is detailed to a position outside the agency, the employing agency must make a reasonable effort to obtain appraisal information from the outside organization. For example, the employing agency of an executive who has been on detail under an Intergovernmental Personnel Act assignment for at least 90 days during the appraisal period must make a reasonable effort to obtain appraisal information from the non-Federal organization.

## AWARDS

The Department of the Navy's Award Program was designed to motivate employees to increase productivity by recognizing creativity in the workplace, and by rewarding employees and groups of employees when contributions are made.  In achieving these objectives, award programs should be designed to:

- Encourage full participation of all DON personnel at all levels in improving DON and Government operations

## Presidential Rank Awards

Each year, the President recognizes and celebrates a small group of career Senior Executives and senior career employees with the Presidential Rank Award. Recipients of this prestigious award are strong leaders, professionals, and scientists who achieve results and consistently demonstrate strength, integrity, industry and a relentless commitment to excellence in public service.

There are two categories of rank awards: Distinguished and Meritorious. Award winners are chosen through a rigorous selection process. They are nominated by their agency heads, evaluated by boards comprised of private citizens, and approved by the President. The evaluation criteria focus on leadership and results.

Distinguished Rank recipients receive a lump-sum payment of 35 percent of their rate of annual basic pay; Meritorious Rank recipients receive 20 percent of their rate of annual basic pay. All recipients receive a framed certificate signed by the President. The nomination and selection process takes nearly a year, and is a rigorous process.

## ADDITIONAL RESOURCES

### Policy Documents

Department of Defense Issuances:  http://www.dtic.mil/whs/directives/index.html

Department of the Navy Issuances:  http://doni.daps.dla.mil/default.aspx

### Websites

**Navy Secretariat Website**:  http://www.navy.mil

**Secretary of the Navy**: http://www.navy.mil/secnav/index.asp

**Under Secretary of the Navy**:  http://www.navy.mil/navydata/bios/navybio.asp?bioID=507

**Biographies of Flag Officers**:  http://www.navy.mil/navydata/bios/bio_list.asp

**Department of the Navy Senior Executives**:

http://www.donhr.navy.mil/ > Executive Management> About Senior Executives > Biographies

**Navy Enterprise**: http://www.navyenterprise.navy.mil/

**Office of the Chief of Naval Operations**: http://www.navy.mil/navydata/organization/org-cno.asp

**Headquarters, United States Marine Corps**:  http://www.hqmc.usmc.mil

**Military Ranks and Insignias**:
http://www.militaryonesource.com/MOS/FindInformation/Category/Topic/Issue/Material.aspx?Material TypeID=9&MaterialID=13287

**Department of Defense**: www.defenselink.mil

**The Office of Personnel Management**: http://www.opm.gov

**Senior Executives Association**: http://www.seniorexecs.org/ - The Professional Association for Career Federal Executives

**Flag Development**: http://elo.nps.navy.mil/eloweb

**U.S. Office of Personnel Management SES Overview**: http://www.opm.gov/ses/index.asp

**Navy.mil**: http://www.navy.mil/swf/index.asp – Official Website of the United States Navy

**Marines.mil**: http://www.marines.mil/Pages/Default.aspx – Official Website of the United States Marine Corps

**Department of the Navy Civilian Human Resources**: http://www.donhr.navy.mil/ > Executive Management – Official Website of Civilian Human Resources for DON Senior Executives

**Naval Post Graduate School**: http://www.nps.edu/ – Provides relevant and unique advanced education and research programs to Navy and Marine Corps officers and extends to the other U.S. Armed Services, other nations, and to the defense community at large.

**Naval War College**: http://www.usnwc.edu/ – Develops strategic and operational leaders, helping the Chief of Naval Operations define the future Navy, strengthening maritime security cooperation and supporting combat readiness.

## RECOMMENDED READING LIST

The books below can assist an executive in making more rapid transitions in a new position as well as enhance their own development through awareness building, information and helpful insights.

***NavCivGuide: A Handbook for Civilians in the United States Navy***
Author – Thomas J. Cutler (2008)

***The First 90 Days in Government: Critical Success Strategies for New Public Managers at All Levels***
Authors – Peter H. Daly and Michael Watkins (2006)

***The Leadership Pipeline: How to Build the Leadership Powered Company***
Authors – Ram Charan, Stephen Drotter, and James Noel (2001)

***Leading Change***
Author – John P. Kotter (1996)

***The Heart of Change***
Author – John P. Kotter and Dan S. Cohen (2002)

***Built to Change – How to Achieve Sustained Organizational Effectiveness***
Authors – Edward E. Lawler III and Christopher G. Worley (2006)

***Breakthrough International Negotiation: How Great Negotiators Transformed the World's Toughest Post-Cold War Conflicts***
Author – Michael Watkins, with Susan Rosegrant (2001)

***Tomorrow's Organization – Crafting Winning Capabilities in a Dynamic World***
Authors – Susan Albers Mohrman, Jay R. Galbraith, and Edward E. Lawler III (1998)

***Charismatic Leadership in Organizations***
Authors – Jay A. Conger and Rabindra N. Kanungo (1998)

***The Fifth Discipline: The Art and Practice of the Learning Organization***
Author – Peter M. Senge (2006)

***Generations at Work: Managing the Clash of Veteran, Boomers, Xers, and Nexters in Your Workplace***
Authors – Ron Zemke, Claire Raines, and Bob Filipczak (1999)